

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

STAFF ENGAGEMENT EXECUTIVE GROUP

FRIDAY 5 JULY 2013

Present:

Mark Gwilliam, Director of HR & OD (chair)
 Rhian Bishop, Staff Engagement Lead
 Steve Burgin, Head of Health & Wellbeing
 Kevin O'Regan, Hotel Services Director
 Mandy Yates, Nurse Director, SYRS
 Claire Fretwell, Leadership & Management Development Co-ordinator
 David Lyon, Staff Side Representative
 Tracy Harding, Director of Informatics

In Attendance:

Joy Spotswood (minute taker)

ACTION

1. Welcome and Apologies

Mark welcomed everyone to the meeting and noted the following apologies:-

Chris Monks, Penny Brooks, Frank Edenborough, Linda Crofts, Julie Phelan, Phil Brennan & Michael Harper.

Dave Lyon, Staff Side Representative, confirmed that he would now represent Staff Side at all future meetings in place of John Campbell.

2. Minutes of the Previous Meeting

The minutes of the meeting held on 22 May 2013 were accepted as a true record.

3. Matters Arising

PROUD Values and Behaviours

At the last meeting, Julie Phelan reported that plans were in place to display photos of staff at work displaying the PROUD values as part of an exhibition on hospital sites. As Julie was unable to attend the meeting to provide a progress report, Rhian agreed to ask her to provide an update at the next meeting.

Rhian Bishop/
Julie Phelan

Staff Engagement Leads

Rhian Bishop reported that Staff Engagement Leads were now established in the majority of areas and she would continue to follow up those areas still requiring representation.

Rhian Bishop

The next Staff Engagement Leads forum was due to take place at the end July.

Staff Engagement Action Plans

All clinical directorate action plans had been received with the exception of OSCCA.

ACTION

In relation to the corporate areas, at present only Hotel Services had completed their action plan, however, it was pointed out that the corporate areas had been asked to complete their action plans at a later date than the directorate areas.

Rhian confirmed she would continue to pursue outstanding action plans with the appropriate areas.

Rhian Bishop

4. **Terms of Reference**

The draft terms of reference for the Staff Engagement Executive Group was agreed with the following amendments:-

- Dave Lyon would be the Staff Side Representative in place of John Campbell.
- The Community Services representative would be Penny Brooks, Clinical Director

5. **Draft Trust Engagement Action Plan**

An extra action had been added into the draft Trust Engagement action plan, ie, **Improve the Visibility of Senior Managers in the Trust**. This action was incorporated into the plan to highlight the directorate visits undertaken by Sir Andrew Cash and the road shows he provides for staff.

Dave Lyons raised concern that the problem wasn't so much about the visibility of Executive Directors, but more about Senior Management visibility in certain directorates. Staff in some directorates were unaware who their senior managers were. The group agreed this needed to be addressed and should be included within the Directorate action plans as well as a "Back to the Floor" scheme.

Rhian Bishop/
Directorate
Action Plans

Mark confirmed that a paper was due to be submitted to TEG updating them on progress with staff engagement, the draft staff engagement 2013/14 action plan following the 2012 staff survey results. It also included a proposal for a full staff survey in future years.

It was also reported that the Raising Concerns policy had now been approved by TEG.

Dave Lyons commented that despite his best efforts, he was unable to locate any information relating to PROUD on the internet. It was confirmed that Julie Phelan was in the process of designing a new internet page which would provide a link to the PROUD values.

Julie Phelan

In order to further promote the PROUD values, it was suggested attaching a note to payslips would be beneficial. Rhian Bishop agreed to get a cost for undertaking this work to see if this would be a feasible option. It was noted that many of the staff engagement leads were finding the PROUD values DVD produced for the Trust induction programme was a useful tool for raising awareness about the PROUD values and behaviours.

Rhian Bishop

Staff Motivation Research Project

Rhian reported that unfortunately the Trust had been unsuccessful in appointing a suitable student from the University of Sheffield to undertake the Staff Motivation Research Project.

The possibility of using an internal candidate to undertake the project was put forward. The group thought this was a good idea and Rhian/Claire agreed to look into the feasibility of using candidates from the MSC/Leadership Cohorts, as the project could be undertaken as a dissertation

Rhian
Bishop/Claire
Fretwell

Improve the NHS staff survey response rate

The group were asked for suggestions on improving staff survey response rates. The following suggestion was put forward:-

- More feedback provided to staff updating them on progress. If staff were aware of the changes implemented resulting from the survey, then they would be more willing to complete surveys in future years.

Rhian
Bishop/Claire
Fretwell

With regard to the family & friends questions in the staff survey, Rhian pointed out that early enquiries showed that some staff completing the survey answered the questions in relation to their personal experience or those of their relatives, whilst senior clinicians often completed it from a professional point of view. Currently the Trust is above the acute Trust average for the percentage of staff willing to recommend the Trust to family and friends for treatment it is not in the top quartile. If it was in the top quartile in 2013 this would secure a CQUIN payment of £262.5K to the Trust. Therefore directorates are going to be undertaking more work to better understand why staff answer this question in the way that they do and if staff do not feel they can recommend the Trust to find out why in order to make service improvements.

Rhian Bishop

6. Staff Engagement Scores

A copy of the latest Staff Engagement Score had been circulated to the group which identified an overall Trust score of 3.67 although this can be further broken down to

Staff involvement – 3.56
Advocacy 3.71
Motivation – 3.74

Which shows that the Trust needs to work on improving staff involvement in particular.

A further breakdown by Directorate had also been circulated for information which showed a considerable variation across the Trust from 3.43 on orthopaedics to 4.15 in the Medical Director's office.

7. Improving Staff Involvement

Rhian Bishop reported that whilst nationally staff involvement has scored low across many Trusts, STH's score has shown to be slightly lower than the national average. Therefore, action needed to be taken to rectify this and the following suggestions were put forward:-

- Introduce a directorate staff initiative asking staff "what they would like to see in their directorate" and perhaps provide an incentive for any suggestions used by the Trust.
- Hotel Services have installed suggestions boxes around their departments, which enables staff to put forward suggestions confidentially. All suggestions are reviewed and actioned accordingly and feedback provided at the Hotel Services Let's talk sessions.
- In addition to the suggestion boxes, members of the Let's Talk group are also invited to attend pre-arranged Hotel Services Cabinet meetings where they are able to raise any suggestions/concerns with Kevin O'Regan and members of his senior management team.

For the above suggestions to work effectively, it is important regular feedback is provided to staff to encourage continued staff contribution. Clear objectives will need to be in place for managers and regular communication updates provided to staff, ie. in the form of a "you said - we did", highlighting suggestions that have been implemented by the Trust.

Rhian Bishop

8. Reducing Unpaid Overtime

Rhian reported that according to the 2012 staff survey results STHFT fared well in comparison to other Trusts for the amount of unpaid overtime undertaken by members of staff. However, this had risen significantly since 2011 and it was important that the reasons for this are investigated. It was thought the contributing factors could be due to increasing work pressures from doing more with less resource, holding vacancies and increased sickness levels.

In order to look into this more thoroughly, it was agreed that a more detailed breakdown by directorate needed to be available to look at both agency and sickness levels to see if these were contributing factors.

Rhian agreed to obtain more data for discussion at to the next meeting.

Rhian Bishop

9. Staff Survey Update

Rhian Bishop reported she had recently attended a meeting regarding this year's national staff survey. She confirmed the national staff survey had now been taken over by NHS England who had appointed 2 new members of staff previously from IPSOS Mori to undertake the survey.

As expected the next survey would continue to include the friends and family test. In addition NHS England were considering asking all NHS employees to complete a monthly friends & family questionnaire. The group felt this would have a negative effect on our own staff survey results as staff would incur "survey fatigue" and would be less willing to complete the Trust's survey.

Rhian has arranged for Dan Welling, NHS England, to visit STHFT to view the processes which the Trust currently has in place and raise with him our concerns regarding implementing the suggested changes. Rhian agreed to report back following the meeting.

Rhian Bishop

NHS England are also exploring the possibility of employees completing the NHS staff survey on line and hope to do this by 2015. As we have a large number of ancillary staff who do not have a Trust email account and also clinical staff who do not have regular access to a computer, this matter would need addressing by the Trust before it could be implemented.

Tracey Harding

In addition the Trust would need an up to date list of staff email addresses which it currently does not have. Whilst this would not be introduced immediately, it was advisable to start looking into this and Tracy Harding agreed to action this.

10. Any Other Business

Mark Gwilliam suggested that the next meeting will focus on teamwork and asked the group for future items for discussion. He asked members to confirm any suggestions to Rhian direct.

All

Steve Burgin requested "Motivation" as an agenda item for a future next meeting.

11. Date and Time of Next Meeting

Dates of future quarterly meetings to be arranged by Joy Spotswood however the next meeting will be held at **10 am on Thursday 10th October** (venue to be confirmed). As the majority of members are based at NGH it was agreed to hold all future meeting at NGH.